



**ELLINOR FITZGIBBON**  
OFFERS A GROOMING  
GUIDE FOR THE PLUM  
POSTS IN TREASURY.

# Your route to the top

**A**s we move further into 2005, the demand for treasury professionals continues to rise. Those in most demand are qualified accountants with treasury experience, specialists in IAS implementation, in particular. There has also been encouraging movement at the more senior end of treasury, with treasury functions reassessing their remit within their organisation and increasing productivity in the marketplace.

It is still a candidate-led market, with a shortage of high-calibre qualified professionals. Speed is of the essence when recruiting these people, and matching or exceeding the market rate is vital if an organisation is to attract them.

## WHAT MAKES A GOOD CANDIDATE?

Make sure you are fully prepared and briefed for your job interview. You should:

- Speak to a recruitment consultant;
- Read the press;
- Research online;
- Find out as much as you can about any interviewer and prospective employer; and
- Make sure your CV is up to date and you are comfortable talking through dates, reasons for moving, and motivation.

An interview is a two-way process. Find out as much about the company and the role as you can during the interview:

- Ask questions that will help you to paint a full picture of the role, the people and opportunities, so you know how you can progress within the organisation;
- Use any contacts you may have from banks or former work/exam colleagues to obtain information; and
- Make use of your ACT membership – for example, by attending your local group quarterly meeting, networking with your peers to keep your profile buoyant.

## WHAT MAKES A GOOD TREASURER?

Gary Slawther, Head of Treasury UK & Nordics Michelin, offers some indispensable advice: "It is a given that a treasurer needs robust technical skills. However, in order to progress and for treasury to be recognised as core to the business, other skills are not just desirable but absolutely necessary."

There are three key areas to consider.

**Personnel skills** We all need to develop our own skills and career. Leading a treasury team means guiding other people, being their boss and sometimes making hard decisions that can affect people's careers. Being someone's manager does not feature highly in the exams but has been the key to success for many treasurers.

If your staff work with you in driving treasury forward, life can be rewarding. But if you fail to motivate them or get them working in the right direction, no matter how skillful or knowledgeable you are yourself, you will be doomed to fail. Worst of all, for many if not most of us, people management skills do not come naturally.

**Communication** Who are the business leaders in your company? Are they there because they are good at a specific job or because they can come up with a plan or a vision and communicate it? Can colleagues understand their vision, buy into it, and follow it? Whether you are working on a one-to-one basis, in a small team or presenting at large meetings, you have to be able to get your point across. If you're not naturally gifted at this, watch and learn from others, get some training – just do whatever it takes because you'll need it.

**Networking** Sell yourself and treasury. Let people around the business know what treasury is and what it does. Treasury is financial risk management; it provides the funding and liquidity; it manages risks such as FX and interest rates; and is fundamental to the business achieving its goals. Get managers on board so that treasury is their first port of call in planning the business,

## TREASURY SALARY SURVEY

	UK	London
<b>Treasury Consultants</b>		
3-5 years	£40K-£50K	£45K-£60K
5+ years	£50K+	£65K+
<b>Assistant Treasurer</b>		
FTSE 250	£51K-£70K	£70K-£85K
FTSE 100	£70K+	£85K+
<b>Group Treasurer</b>		
FTSE 250	£70K+	£90K+
FTSE 100	£80K+	£120K+
<b>Treasury Analyst</b>		
1-2 years	£25K-£35K	£27K-£35K
2-5 years	£34K-£45K	£34K-£50K
5+ years	£45K+	£48K+
<b>Treasury Accountant</b>		
2-4 years	£40K-£50K	£50K-£65K
2-5 years	£50K+	£55K+
<b>Treasury Dealer</b>		
1-2 years	£25K-£35K	£30K-£38K
2-5 years	£38K-£48K	£35K-£65K+
<b>Treasury Managers</b>		
1-2 years	£40K-£44K	£40K-£48K
2-4 years	£45K-£48K	£40K-£55K
4+ years	£45K-£55K	£60K+

central to providing the capital and avoiding unwanted risks – not an afterthought for increasing the overdraft. These qualities are just a small selection of what is needed to become a respected manager in an organisation. Teambuilding, controlling processes and operations, and time management are among the vital skills needed to push treasury to the central position it deserves.

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